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## Comparative Analysis between Selected Mobile Service Providers on Satisfaction Level of Urban Consumers' of West Bengal: An Empirical Analysis

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### Abstract

The booming revolution in Information Technology sector has pushed India's telecom market significantly. India has shown tremendous growth in the past few years in terms of cellular services. For the past few years consumers prefer wireless mode of telephone services to wire line services due to various reasons. The consumers' satisfaction is the main goal of every business organization. In this competitive business scenario, each activity starts and ends with the consumers. In the present situation, telecommunication has become the lifeblood for every business activity. There is a heavy competition among the service providers in this industry. In spite of a well-established network and supporting infrastructure certain service providers were not able to compete in the market due to lack of quality consumers service and satisfaction. Promotional initiatives have not yielded, fruitful results due to poor consumer satisfaction. The area chosen for the study is West Bengal, which is having several prominent urban areas of India, which comprises five subdivisions and from there the researcher have selected five towns namely Durgapur, Baharampur, Cooch Behar, Krishnanagar and Haldia. The areas have been selected due to the rural prominence. 171 respondents have been selected on this purpose & their opinion has been recorded with the help of a close ended questionnaire. The researcher has used 5 point likert scale to assess the responses properly from the selected respondents. Correlation analysis & multiple regression analysis have been used as statistical tools to find out the most important factors. Findings of the study iterate that there is a significant relationship between satisfaction and independent variables i.e. service quality, price and perceived value on Airtel, Vodafone and Reliance Jio users.

**Keywords:** Service Providers, close ended, urbanites, consumers' satisfaction

### Introduction

India's telecom network is growing faster in the world because of its high population and development potential. India has many top network operators such as BSNL, Airtel, Airtel, Idea, Reliance Jio, Vodafone etc. But, there is a lack of infrastructure in rural India. In the year between 1881-82 telephone services were introduced in Kolkata in India. This service came to India six years after the telephone was invented. Indian railways began to use the telephone service in 1900. In 1913-1914, the first automatic telephone exchange with the capacity of 700 lines was established in Shimla. Indian telecom sector contributed remarkably to the growth of economy in the country by the sudden increase in the use of telephone network and the big fall in the tariffs. This considerable growth in the telecom network and the use of telephones can be called a "Telecom Revolution in India."

In the competitive business world, which changes the total economy of our country, offering the best satisfactory services to the existing consumers and the new consumers is a challenging task to the service providers. Consumer is the king of today's market is one of the directives to every service provider. Consumer satisfaction is an extent to which consumers are happy with the products or services provided by a business. It is an important concept in business because happy consumers are those who are most likely to place repeated orders and exploit or explore the full range of services offered. The consumer satisfaction depends on the performance of the product after purchase. A Market starts with the consumer

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and ends with the consumer satisfaction. The satisfaction of the consumers becomes the most important goal of a business enterprise. The key to ensure consumer preference lies in understanding the consumer, his likes and dislikes, his expectation and motivations. If the service provider is unable to satisfy the consumers, they will switch over to another service provider. There are so many strategies to promote and develop the business but all are expensive ones. Offering quality service so as to promote the business is the best of strategies but at the same time it should be inexpensive. Mobile phone services have become an essential and important role for communication in the modern days. Mobile phone communication is a part of telecommunication, which comes in the form of oral communication. Mobile phone is a modern device which has become popular with increasing reduction in prices and improved functionality. Mobile phone service facilities are easy and faster means of communication and one can communicate with others and manage the business anywhere at any time at a reasonable cost of services. In addition to telephony, modern mobile phone services also support a wide variety of other services such as customer care services, MMS, email, Internet access, short-range wireless communications (infrared, Bluetooth), Wi-fi, business applications and others. Hence, the mobile phone service providers are to be very alert and highly sensitive to the needs of the consumers in order to retain them in their circle. These services reflect the imperative of consumers' satisfaction in mobile phone services.

### Major Service Providers in India

According to Telecom Regulatory Authority of India (TRAI) there are 14 wireless groups are there & they are mainly operating the whole market. Out of 14 companies there are 8 major companies are there who are operating more than 93% of market in India. These companies are:

1. Bharti Airtel
2. Vodafone
3. Idea
4. Reliance
5. BSNL
6. TATA
7. Aircel
8. Reliance Jio

### Bharti Airtel

Bharti Airtel started their venture in 1995 with a name of Bharti Tele Ventures Limited & in 2006 it is renamed as Bharti Airtel limited, whose headquarter is in New Delhi. It is one of the leading telecom companies in India & market share wise it is ranked 1<sup>st</sup>. Airtel's business strategy has been adopted by various companies in India & outside India also to capture the telecom market. The company is mainly operating in various business units like digital TV, Telemedia, Mobile & Enterprise. Bharti Airtel is providing the services across Asia & Africa in various countries including India. It is offering various services including wireline broadband, wireless 2G, 3G, 4G services, DTH, IPTV etc.

### Vodafone

Vodafone is India's second largest telecom company according to the market share. It is having a special look on metro market in India & since inception it is providing

variety of services with various rate plans for all standards of people. Vodafone is also famous with their mind boggling advertisements it always keeps thinking on their branding part. The 'zoo zoo' campaign has become a history in Indian advertisement market. The company has started their venture in 1994 in Mumbai with the acquisition of Hutchinson. Later in 2007 Vodafone Plc have taken the majority share. The company is always thinking to solidify the network quality to retain the existing customers & to gain the new customers. Vodafone is world's one of the largest international mobile communication company covering 5 continents.

### Reliance Jio

Reliance Jio with the facility of free data service and voice calls has been trying to spread up their network in the urban areas as well as in rural areas. The concept of Internet was beyond the reach and experiences of the ruralites since cybercafés were rarely available in the rural areas. It is a wholly owned subsidiary of Reliance Industries headquartered in Navi Mumbai, Maharashtra that provides wireless 4G LTE service network and is the only 'VoLTE-only' (Voice over LTE) operator in the country, with coverage across all 22 telecom circles in India. After the advent Android Technology, Mobile Internet has become popular among the ruralites due to affordability of Smart Phones as well as cost-effective 3G/4G data plans. The connectivity with friends, relatives and peers are being made possible through the social networking media such as Facebook, Tweeter, Whatsapp etc. for sharing opinions and exchanging knowledge by the ruralites.

### Review of Literature

**Jain et al. (2006)** indicated that recently the Indian telecom sector has faced a tremendous growth opportunity in the market but still there is a huge gap facing by the rural & urban tele-density & it is still increasing in an increasing rate. So many policies have been taken by the Government to help the rural people & bridge the gap between rural & urban. The study has been conducted & results revealed that which are the factors are mainly influencing the rural customers to buy the services from telecom service providers.

**Jan et al. (2007)** described that due to emerging popularity of mobile phones telecom providers are really looking for providing the services amongst masses in Quetta city. The aim of the study is to find out what are the factors mainly influencing the customers at the time of buying certain services from the service provider. The study reveals that various promotional packages, lucrative call rate, good connectivity etc are the primary factors to retain the consumers.

**Mittal et al. (2007)** in their research article illustrated that various companies are providing services to the customers in accordance to maintain service quality & the new players are also following the path of existing players in the market. The study reveals that if the gap between customer expectation & satisfaction is big then the customers will not be satisfied & that effects the switching from one brand to another brand. Call rate is also an important criterion on this regard where quality of the service is not the only key criteria.

**Butt et al. (2008)** in their research article explored the customer satisfaction level on Pakistani mobile telephony services provided by the telecom companies of Pakistan. A well-structured questionnaire has been framed & 150 respondents have provided their information to conduct the analysis. Service quality, prices, support services & ease of use these four groups has been created for the analysis purpose & responses has been taken with the help of 5 point likert scale. From the analysis they have also found out that network coverage & price are the most important factors which lead to customer satisfaction.

**Debnath et al. (2008)** found that with the help of technological advancement & day to day competition between telecom players has helped this industry to grow from every side. The main focus of any telecom company in the market is to perform at a highest level, set a benchmark, which will give them satisfied customer & they can create a loyal customer base. The companies who are doing well in the market can show the path to non performing companies for improvement in future.

**Ganguli (2008)** described that the main aim of the study is to find out customer satisfaction from the services provided by different telecom companies. The study has been conducted in Delhi, Mumbai, Kolkata & Hyderabad & 238 respondents has been selected for the study. The convenience sampling method has been used to sampling purpose with five point likert scale respondents gave their feedback & factor & regression analysis has been used to find out the result. The study reveals that customer satisfaction which brings repeat purchase, provide positive word of mouth is not affected by the feature like promotions or facilities provided in office. The study reveals that mostly all the factors are affecting the customer satisfaction whereas competitiveness is the most important factor amongst reliability, relational quality etc.

**Jha (2008)** explained that the main aim of the study is to find out the college going students usage rate on various function of mobile phone named calling, SMS, STD calling, playing games etc. The study has been conducted in Hyderabad with 209 college students in the age group of 20-29 years & the analysis named 't-test' has been implemented to find out the result. The result reveals that male students are more interested in downloading software, playing games etc compare to female students. It also reveals that those who are using mobile phones for longer duration they will use mobile phones most of the time for different purposes compare to others.

**Mohapatra (2009)** in his article explained that due to the saturation in urban markets the Value Added Services (VAS) services will be no longer ignored by the untapped rural market. The main challenge is to adapt VAS to provide services which positively give an impact on the rural lives and 'base of the pyramid' (BOP) segments. The first hurdle that needs to be addressed in extending VAS to rural segments is access to mobile communications. Electronic recharge also opens the way for individuals to become entrepreneurs, or to supplement income from their existing profession. With Interactive Voice Response (IVR) technology the services can be accessed using common languages and dialects in different rural regions. The

mobile can be used to listen to songs downloaded to the phone by following voice prompts, whether popular hindi movie songs, regional language songs, or folk music. The popularity of ring back tones among this segment shows that where a value is perceived, rural and low-income segments will pay for that service.

**Akbar et al. (2009)** explained in their article that how the service quality, trust & customer satisfaction, these three factors are having an impact on customer loyalty or not. To analyze this from 304 customers the data has been collected in Bangladesh & Structure Equation Model has been used to find out the analysis. The result reveals that the trust & customer satisfaction both are having significant correlation with customer loyalty. Customer satisfaction is working as a mediator between customer loyalty & service quality. If the company will improve their service quality then automatically the customers will get satisfied. Satisfied customers will be the most loyal to the company as well as trustworthy.

**Balaji (2009)** illustrated that what the factors are mainly influencing the Indian customers to buy a mobile phone. 199 responses have been collected with a structured questionnaire & structural equation modeling has been used to find the result. American Customer Satisfaction Index model has been used for the framework purpose & to examine the relationship among the customer loyalty and satisfaction, expectation etc. Perceived quality is one of the important factors to enhance the customer satisfaction with the help of others like trust, price tolerance etc.

**Negi (2009)** in the research article mentioned that service quality has few dimension according to SERVQUAL framework. The study has been conducted in Ethiopian Telecom industry & 220 respondents have been chosen using stratified random sampling. Network has got the highest service quality dimension whereas convenience is the lowest one. Regression models has been developed from the study to find out the overall service quality.

**Ali et al (2010)** described that in today's market the main challenge of the cellular service providers are to retain their customers. The study has been conducted in Pakistan & data has been collected from the various university students of Pakistan for the survey. For finding out the result from the study Structure Equation Model (SEM) has been used with the sample size of 300 students. The study is also disclosing few interesting facts like there is a significant relationship between price reasonability & customer satisfaction, which means if the prices are reasonable enough then customers will be happy also & they will retain to the same company year after year. Call clarity is also having a noteworthy relationship with customer satisfaction & retention. Some people can choose any particular service provider from the market due to less call rate but if the clarity is not there in call then very soon customer will switch from one brand to another.

### Research Methodology

The research is done with the help of descriptive research with cross-sectional study. 200 questionnaires were floated while 171 responses were collected with a response rate of 85% approx. Questionnaires were floated everywhere in all the five urban areas of West Bengal namely Durgapur, Baharampur, Cooch Behar, Krishnanagar and Haldia.

**Break-up on Area, Demography and Service Providers**

Area	No. of Respondents	Age	No. of Respondents	Occupation	No. of Respondents	Telecom Operators	No. of Respondents
Durgapur	34	Below 20	32	Students	29	Vodafone	53
Baharampur	33	20-30	34	Govt. Employees	38		
Cooch Behar	35	30-40	37	Housewives	21	Airtel	57
Krishnanagar	32	40-50	39	Private Employees	39		
Haldia	37	Above 50	29	Businessmen	44	Reliance Jio	61

The convenience sampling technique has been used to conduct the study and respondent’s opinion has been recorded from various urban areas with the help of 5 point likert scale ranging from strongly agree to strongly disagree. Data were analyzed with Correlation and Multiple Regression Analysis using SPSS.

**Objective of the study**

- To compare the satisfaction levels of customers using to Airtel, Vodafone & Reliance Jio in urban West Bengal

**Hypothesis**

- There is no significant relationship between satisfaction and independent variables i.e. service quality, price and perceived value on Airtel, Vodafone and Reliance Jio users.

**Analysis & Data Interpretation**

**Validity Testing**

In order to be certain about the research instrument as well as the data collected, validity is checked. For this study, face validity, content validity, discriminant and convergent validity were checked for confirmation of the instrument. In face validity researchers determine whether or not their instrument is valid enough to measure what is intended to measure and this is done by taking the validity of the instrument at face value. In order to validate the instrument, academicians, professionals and potential respondents were shown the questionnaire to thoroughly review and analyze

the content. Content that was unfit and may have caused issues in the future was deleted or modified. In content validity the content of the questionnaire was thoroughly checked and matched with the theoretical framework. Three questions were deleted after analyzing the content so as to make sure that the instrument is valid. So, here both face & content validity has been checked.

The construct validity contains convergent & discriminant validity. Here between the various variables of the factors is having the strong co-relation coefficient & most of the co-relation coefficients values are in higher ranges. So, here it proves that the convergent validity exists. Though there are high co-relation coefficients between the variables of a particular factor, there are very weak correlation also exists between the one factor’s variable to another factor’s variable. Here it also proves that the discriminant validity exists.

**Reliability Testing**

Reliability Statistics	
Cronbach's Alpha	N of Items
.831	4

The reliability analysis on reasons for shifting data has got the Cronbach’s Alpha result of .831. From the table, we’ve depicted that this Cronbach’s Alpha result acceptable & accordingly the researcher have conducted the further analysis.

**Correlations between satisfaction and independent variables- Airtel**  
**Correlations**

		Satisfaction	Service quality	Price	Perceived value
Satisfaction	Pearson Correlation	1	.099**	-.337**	.436**
	Sig. (2-tailed)		.000	.000	.000
	N	57	57	57	57
Service quality	Pearson Correlation	.099**	1	-.318**	.112**
	Sig. (2-tailed)	.000		.000	.000
	N	57	57	57	57
Price	Pearson Correlation	-.337**	-.318**	1	.380**
	Sig. (2-tailed)	.000	.000		.000
	N	57	57	57	57
Perceived value	Pearson Correlation	.436**	.112**	.380**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	57	57	57	57

\*\*Correlation is significant at the 0.01 level (2-tailed).

In this particular section it has been shown that the correlation between satisfaction and other independent variables namely service quality, price and perceived value and these are statistically significant or not. The Karl

Pearson’s correlation technique has been used to conduct the survey on finding the satisfaction level of Airtel consumers. In this particular analysis it has been shown that all the independent variables are statistically significant

with customer satisfaction and most of them are having positive influence except price. Price is having negative correlation with customer satisfaction which means the drop in price increases the customer satisfaction but for service quality and perceived value if these increases then

customer satisfaction is also going to increase in Airtel. After the correlation, the researcher wants to check the influence of independent variables on customer satisfaction & that is why multiple regression analysis has been used.

**Regression analysis between satisfaction & independent variables- Airtel  
Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.746 <sup>a</sup>	.556	.570	.796	1.898

- a. Predictors: (Constant), Service quality, Price, Perceived value
- b. Dependent Variable: Satisfaction

In this table it has been found that the R value is .746 which is the Correlation coefficient (R) for Model 1, it emphasizes an amount of correlation between the independent variables and dependent variable

(Satisfaction). The R square value explains the 0.556 or 55.6% which is quite significant. Here the significance level also implies .000 significance level which means it is quite acceptable.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.901	.185		4.876	.000		
	Service quality	.421	.033	.430	8.639	.003	.967	1.034
	Price	-.093	.042	-.081	1.985	.000	.888	1.126
	Perceived value	.149	.043	.169	3.475	.001	.881	1.135

- a. Dependent Variable: Satisfaction

Multi-collinearity has been checked through Variance Inflation Factor (VIF) which needs to be less than 3 for acceptability range. Here all VIF values are in acceptable range in & it concludes that the variables are free from multi-collinearity. From the coefficient table the researcher has found that service quality is having highest unstandardized B value of .421 as well as t value is also high. So it is the highest influence factor on consumer satisfaction. After that the second highest will be perceived

value with the B value of .149 and t value of 3.475. Both the factors are having a positive impact on customer satisfaction. The 3<sup>rd</sup> factor price is having lowest unstandardized B value as well as lowest t value and it is having a negative relationship with satisfaction. So it signifies that if there is a decrease in price then there will be some increase in satisfaction. It also iterates that all the independent variables are statistically significant.

**Correlation between satisfaction and independent variables- Vodafone  
Correlations**

		Satisfaction	Service quality	Price	Perceived value
Satisfaction	Pearson Correlation	1	.396**	-.470**	.445**
	Sig. (2-tailed)		.000	.000	.000
	N	53	53	53	53
Service quality	Pearson Correlation	.396**	1	-.273**	.424**
	Sig. (2-tailed)	.000		.000	.000
	N	53	53	53	53
Price	Pearson Correlation	-.470**	-.273**	1	.447**
	Sig. (2-tailed)	.000	.000		.000
	N	53	53	53	53
Perceived value	Pearson Correlation	.445**	.424**	.447**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	53	53	53	53

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In this particular section it has been shown that the correlation between satisfaction and other independent variables namely service quality, price and perceived value and these are statistically significant or not. The Karl Pearson’s correlation technique has been used to conduct the survey on finding the satisfaction level of Vodafone consumers. In this particular analysis it has been shown that all the independent variables are statistically significant with customer satisfaction and most of them are having

positive influence except price. Price is having negative correlation with customer satisfaction which means the drop in price increases the customer satisfaction but for service quality and perceived value if these increases then customer satisfaction is also going to increase in Vodafone. After the correlation, the researcher wants to check the influence of independent variables on customer satisfaction & that is why multiple regression analysis has been used.

**Regression analysis between satisfaction & independent variables- Vodafone  
Model Summary <sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.819 <sup>a</sup>	.670	.664	.865	1.109

a. Predictors: (Constant), Service quality, Price, Perceived value  
b. Dependent Variable: Satisfaction

In this table it has been found that the R value is .819 which is the Correlation coefficient (R) for Model 1, it emphasizes an amount of correlation between the independent variables and dependent variable

(Satisfaction). The R square value explains the 0.670 or 67% which is quite significant. Here the significance level also implies .000 significance level which means it is quite acceptable.

**Coefficients <sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.906	.195		4.641	.000		
	Service quality	.495	.053	.256	6.544	.000	.867	1.153
	Price	-.106	.051	-.169	1.991	.000	.863	1.158
	Perceived value	.137	.039	.142	3.968	.333	.994	1.006

a. Dependent Variable: Satisfaction

Multi-collinearity has been checked through Variance Inflation Factor (VIF) which needs to be less than 3 for acceptability range. Here all VIF values are in acceptable range in & it concludes that the variables are free from multi-collinearity. From the coefficient table the researcher has found that service quality is having highest unstandardized B value of .495 as well as t value is also high. So it is the highest influence factor on consumer satisfaction. After that the second highest will be perceived

value with the B value of .137 and t value of 3.968. Both the factors are having a positive impact on customer satisfaction. The 3rd factor price is having lowest unstandardized B value as well as lowest t value and it is having a negative relationship with satisfaction. So it signifies that if there is a decrease in price then there will be some increase in satisfaction. It also iterates that all the independent variables are statistically significant.

**Correlation between satisfaction and independent variables- Reliance Jio  
Correlations**

		Satisfaction	Service quality	Price	Perceived value
Satisfaction	Pearson Correlation	1	.324**	-.459**	.463**
	Sig. (2-tailed)		.000	.000	.000
	N	61	61	61	61
Service quality	Pearson Correlation	.324**	1	-.439**	.314**
	Sig. (2-tailed)	.000		.000	.000
	N	61	61	61	61
Price	Pearson Correlation	-.459**	-.439**	1	.433**
	Sig. (2-tailed)	.000	.000		.000
	N	61	61	61	61
Perceived value	Pearson Correlation	.463**	.314**	.433**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	400	400	61	61

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In this particular section it has been shown that the correlation between satisfaction and other independent variables namely service quality, price and perceived value and these are statistically significant or not. The Karl Pearson's correlation technique has been used to conduct the survey on finding the satisfaction level of Reliance Jio consumers. In this particular analysis it has been shown that all the independent variables are statistically significant with customer satisfaction and most of them are having

positive influence except price. Price is having negative correlation with customer satisfaction which means the drop in price increases the customer satisfaction but for service quality and perceived value if these increases then customer satisfaction is also going to increase in Reliance Jio. After the correlation, the researcher wants to check the influence of independent variables on customer satisfaction & that is why multiple regression analysis has been used.

**Regression analysis between satisfaction & independent variables- Reliance Jio  
Model Summary <sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.779 <sup>a</sup>	.606	.609	1.229	1.860

a. Predictors: (Constant), Service quality, Price, Perceived value  
b. Dependent Variable: Satisfaction

In this table it has been found that the R value is .779 which is the Correlation coefficient (R) for Model 1, it emphasizes an amount of correlation between the independent variables and dependent variable (Satisfaction). The R square value explains the 0.606 or

60.6% which is quite significant. Here the significance level also implies .000 significance level which means it is quite acceptable.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	3.002	.256		11.715	.000		
	Service quality	.510	.055	.509	4.178	.000	.999	1.001
	Price	-.020	.071	-.016	.988	.000	.829	1.206
	Perceived value	.075	.078	.053	1.964	.000	.830	1.204

a. Dependent Variable: Satisfaction

Multi-collinearity has been checked through Variance Inflation Factor (VIF) which needs to be less than 3 for acceptability range. Here all VIF values are in acceptable range in & it concludes that the variables are free from multi-collinearity. From the coefficient table the researcher has found that service quality is having highest unstandardized B value of .510 as well as t value is also high. So it is the highest influence factor on consumer satisfaction. After that the second highest will be perceived value with the B value of .075 and t value of 1.964. Both the factors are having a positive impact on customer satisfaction. The 3rd factor price is having lowest unstandardized B value as well as lowest t value and it is having a negative relationship with satisfaction. So it signifies that if there is a decrease in price then there will be some increase in satisfaction. It also iterates that all the independent variables are statistically significant.

**Result of the hypothesis**

- $H_0$  = There is no significant relationship between satisfaction and independent variables i.e. service quality, price and perceived value on Airtel, Vodafone and Reliance Jio users.
- $H_a$  = There is a significant relationship between satisfaction and independent variables i.e. service quality, price and perceived value on Airtel, Vodafone and Reliance Jio users.

From the study it has been found out that the null hypothesis has been rejected and alternate hypothesis has been accepted.

**Findings & Conclusion**

The study explains that there is a significant relationship between satisfaction and independent variables i.e. service quality, price and perceived value on Airtel, Vodafone and Reliance Jio users in urban West Bengal. The urban customers have heavily voted for the service quality first for all the telecom service providers to increase the satisfaction level. The consumers of all the three companies have also said that perceived value and price both very important parameters for satisfaction. In the Indian mobile phone market, the competition among the various players had become at present more intense than ever, which was inevitable. They compete not only in providing best service and network quality by a huge amount of investment, and in network extension and upgrading, but also in customer satisfaction, customer retention and new acquisition of customers by direct and indirect price reduction. An

aggressive strategy was needed to enhance the trustworthiness of the mobile phone operators by keeping the customers’ best interest at heart and by providing customized services and by the exemplary behavior of the contact personnel to make the interaction a memorable experience. The competitive environment required a constant assessment of service quality to meet the rapid changes in the customers’ demand. Hence, the existing mobile operators should also focus on other dimensions of tangibility, reliability, responsiveness, assurance, and empathy, as these aspects significantly affect the customers’ perceptions of service quality of the mobile phone service providers and the operators should take more care to analyze the customers’ needs and generate more and more the innovative value added services to withstand and sustain in the mobile phone service market.

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